Impact Framework

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1: Introduction

1.1: What do we mean by 'access to justice'?

Each year, 490,000 Australians do not receive the legal help they need.[1] More than 13 percent of the population live under the poverty line,[2] yet legal aid is only available for 8 percent of Australians.[3] This leaves the vast majority of people who can't afford a lawyer completely unprotected by their justice system.

Anika aims to fill the gap by providing legal advice to disadvantaged Victorians.

Specifically, Anika targets disadvantaged renters. In Victoria, there are approximately 1,260,000 renters. Over 50% have an income level less than the national median.[4] Further studies have shown that compared to homeowners, renters are more likely to face difficulties paying for basic necessities.[5] Anika aims to maximise its impact by prioritising clients who can demonstrate hardship and who would most benefit from its services.

Anika's target clients are generally at risk of being unable to access legal services. The Law Council of Australia has identified a number of key barriers to justice, in particular, financial constraints and a lack of accessibility.[6]

Anika attempts to alleviate these barriers through its unique service delivery model. By involving university students and focusing on areas of law that can be applied systematically, Anika is able to deliver its products remotely and for free. For clients, this means they receive an accessible and personalised service with prompt turnaround times.

Anika's impact accountability is to our clients, donors, partners, volunteers, and local communities. We are committed to rigorous and transparent measuring, monitoring and evaluation of impact. Ultimately, this understanding informs our day-to-day decision, shapes our strategy and helps us work towards a world where everyone can access justice.

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[1] https://www.tai.org.au/sites/default/files/IP8%20Justice%20for%20all_4.pdf (page 2)
[2] https://apo.org.au/node/276246#:~:text=Key%20findings%3A,live%20below%20the%20poverty%20line
[3] https://www.pc.gov.au/inquiries/completed/access-justice/report/access-justice-appendixh.pdf (page 1016)
[4] Long-term private rental in a changing Australian private rental sector (page 8)
[5] https://www.urban.org/urban-wire/renters-are-more-likely-homeowners-struggle-paying-basic-needs
[6] https://www.lawcouncil.asn.au/justice-project/access-to-justice#:~:text=lack%20of%20accessibility%3B,go%20for%20advice%20or%20assistance.

1.2: What role does the Impact Team play at Anika?

The following table outlines the rationale for and the scope of the Impact Team's work at Anika.

Table 1: Role of the Impact Team at Anika

Theme	The following observations about the nature of 'impact' at Anika are made...	...In response, the proposed **role of the Impact Team** is to:
Understanding impact	Anika's strategy is underpinned by a shared understanding of how impact will be achieved;	Build a **shared understanding** of and **language** around how impact will be achieved by Anika.
Generating impact	Every team contributes to impact generation in a different way;	'**Connect-the-dots**' across teams and serve as the go-to place for any questions related to impact.
Maximising impact	Monitoring impact is an important feedback look that informs every-day decision making across the organisation;	Promote a **culture of curiosity** - collect, assess and integrate data to conduct high-quality **analysis** internally that informs every-day and strategic decision making.
Communicating impact	Multiple stakeholders (with different needs) are interested in Anika's impact	**Assist** different teams with effective external communication about impact.
Impact accountability:	We are accountable to our donors and clients	Be at the forefront of **current research and evidence** relevant to Anika's Theory of Change and **critically evaluate** the performance of our services/products with respect to their effectiveness in achieving impact.

The Impact Team is not intending to:

- *Centralise all data collection processes* - data should stay close to where it's most useful day-to-day. Impact team will work with different teams to ensure alignment across data collection and management processes, but it does not intend to centralise the data collection and management function.
- *Reinvent the wheel* - there's a lot of fantastic work happening across the teams, let's minimise any duplication of effort and streamline our processes
- *Operate in a silo* - think of the Impact Team as an 'Impact Hub' - we're here to help, guide, enable and work with others to achieve impact

1.3: How to read this document?

This document sets out an organisation-wide impact framework which builds a shared understanding of how Anika's impact is conceptualised and measured.

The key components of an impact framework include:

- **Theory of Change (Section 2)** – an articulation of how Anika's work contributes to its intended impact. A conceptual map of inputs, activities, output, outcomes is presented. This section also lists potential indicators that could be used to monitor our progress against the Theory of Change.

- **Priority Client Cohorts (Section 3)** - Definition of priority cohorts, eligibility criteria and other characteristics collected about client demographics.

- **Overview of Current Data Sources (Section 4)** – a comprehensive mapping of our current data sources, including details on when and how information is collected.

- **Communication & Reporting plan (Section 5)** – listing frequency and scope of regular internal and external impact reports.

- **Recommendations (Section 6)**– a list of recommendations and next steps.

2: Theory of Change

2.1: What is a Theory of Change?

A Theory of Change (ToC) explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts.

At Anika, the ToC serves as:

- a shared **conceptual framework** to think logically about the way our operations are expected to translate to a positive social change as defined by our vision
- a way to articulate our **assumptions** on how this social change will be achieved
- a prompt to understand what **evidence** is required to monitor impact.

2.2: Key terms and definitions

There are many ways to visualise a ToC. At Anika, we distinguish between five components of our ToC:

- **Inputs** - The resources that Anika needs to be able to carry out its activities
- **Activities** - The things that Anika does. Activities are within our control.
- **Outputs** - Products or services that result from Anika's activities. These are often expressed quantitatively; e.g. number of cases completed.
- **Short-term outcomes** - The short-term changes, benefits, learning or other effects that result from what a project or organisation does. These are expected to occur within approximately 12 months.
- **Long-term outcomes** - (sometimes referred to as impacts) Longer-term social changes that result from the achievement of short-term outcomes. These are expected to occur over a longer period of time. They are also more difficult to attribute back to Anika's activities.

2.3: Anika's Theory of Change

Figure 1 below presents Anika's ToC diagram. The diagram is intended to serve as a high-level organisation-wide conceptual framework of how impact is expected to be achieved. It is therefore deliberately not focused on any specific aspects of individual Aniaka products.

The ToC is intended to be an ever-evolving framework, adapting with Anika's growth. It will be revisited and revised as necessary by the Impact Team.

Apart from the individual components of the Theory of Change, Figure 1 outlines proposed measures for monitoring the progress.

Figure 1: Anika's Theory of Change

Source: Anika Legal (2020).

Anika's ToC relies on a number of assumptions. Some of the key assumptions relate to:

- **Priority cohorts:** Anika targets its efforts effectively and serves priority cohorts - clients who face the biggest barriers to accessing justice.
- **Legal advice leads to outcomes:** Anika's advice is followed by the clients and acted upon.
- **Spillover effects:** Resolution of clients' legal problems impacts their household and family in a positive way.
- **Confounding effects**: Anika is able to account for any other influences that might also contribute to achieving impact for clients.
- **Impact on the ecosystem**: Other organisations are exposed to Anika's model and are able to apply learnings to their own operations.

All assumptions listed above need to hold true for Anika's impact potential to be maximised.

2.4: Theory of Change indicators

Anika's approach to monitoring and evaluating its impact is based on the Theory of Change (ToC) outlined in Section 2.3 and a definition of priority client cohorts. The following table lists all components of the ToC and outlines what evidence Anika has currently/is needed to track its progress.

Variable	Current data collected	Proposed changes
	Inputs	
Paralegal's time	Hours logged per case as per the logbook (owned by Ops)	N/A
Principal lawyer's time/salary expenses	Salary information available, but should not be disclosed for privacy reasons. Salary expenses may be reported on in aggregate with other costs.	Hours logged by the principal lawyer on case-specific work *Note: confirm whether this is feasible*
Central team's time	N/A	An estimate of volunteers' time commitment based on self-reported time
Anika's IP	N/A	# resources published online; # downloads and online views
Tech systems and software subscriptions	N/A	*Note: this may be captured under costs of operation*
Funding to cover costs of operation	$ expenditure as per EOFY financial statements	N/A
	Outputs	
Advice and assistance provided to clients	Number of clients served	*Note: Additional client characteristics will allow for disaggregation of the results by client cohort*

Successful student placements & learning	Number of students completing a placement with Anika	Students' satisfaction
Legal education and advocacy materials	N/A	# posts online; website traffic metrics
Referrals to relevant support services	N/A	# referrals made to other organisations by type *Note: Modifying product so that a referral mechanism is available for every client served. Question for Product+Ops+Partnerships*
Timely, responsive & positive client experience	Client satisfaction as measured by pre-post impact surveys; Client interviews; Net Promoter Score; Google reviews	Time per case (days) $ cost-to-serve
Short-term outcomes		
Individuals become more aware and informed about rights	# clients reporting greater awareness in the impact survey	*Note: the Impact Survey will undergo significant changes to improve the quality and completeness of the data*
Individuals resolve disputes successfully	# of cases successfully resolved (# & $ of rent reductions; # of repairs by type)	$ reductions to be collected systematically
Individuals access the right supports	N/A	# clients receiving additional support as a result of Anika's referrals to other organisations *Note: this to some extent relies on other organisations reporting back to us; TBD with Ops+Product+Partnerships*
Anika's model demonstrates greater efficiency, responsiveness and accessibility of legal aid to individuals	N/A	Time per case (days) as compared to other CLCs; $ cost-to-serve as compared to other CLCs
Long-term outcomes		
Individuals understand their rights and feel empowered	N/A	% clients who feel confident enough to self-represent
Individuals have greater confidence and trust in legal assistance	N/A	% clients who develop stronger trust in the legal system

Households achieve better social outcomes	N/A	Client stories; # clients reporting individual and household outcomes, including: ● Reduced stress ● Improved health and safety
Anika's model successfully replicated to other legal assistance organisations	N/A	# legal aid organisations adopting Anika's model

3: Priority Client Cohorts

"Accessibility is about more than ease of access to sandstone buildings or getting legal advice. It involves an appreciation and understanding of the needs of those who require the assistance of the legal system."

Attorney-General Robert McClelland
Foreword to the Report of the Access to Justice Taskforce
September 2009

3.1: Defining priority cohorts

Ultimately, the nature of Anika's impact is a function of the scope of our services (in terms of the areas of law and organisational capacity) and appropriate targeting (in terms of focusing on priority cohorts).

Given that the former is primarily an operational/structural decision, getting the latter right is key to maximising our impact. **Our impact will be defined by the people we choose to provide our services to**.

The Law Council has undertaken one of the most comprehensive, national reviews into the state of access to justice in Australia in the past 40 years.

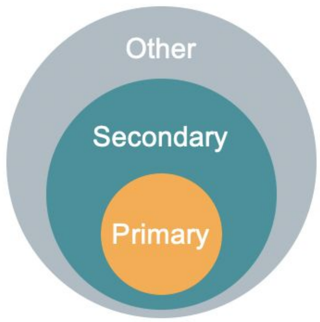
The Final Report identified 13 priority groups facing significant social and economic disadvantage, with justice issues for these groups resulting from systemic flaws and service gaps.

The following table provides an overview of how Anika's eligibility criteria align with these 13 priority groups.

Table 2: Priority groups as identified by the Law Council report and Anika's eligibility criteria.

Priority group as identified in the Law Council report	Anika's eligibility criteria?	Commentary
People Experiencing Economic Disadvantage	**Yes**	This is recommended to be a defining characteristic for Secondary and Primary Cohorts targeted by Anika. This can be measured by: Income test; recipients of JobSeeker payment, living in public accommodation; low education attainment; employment status; postcode.
People with Disability	**Yes**	Self reported physical or cognitive disability
Aboriginal and Torres Strait Islander People	**Yes**	Self-identification
People who Experience Family Violence	**Yes**	Self-identification
Asylum Seekers	**Yes**	Anika asks about a refugee background. Asylum seeker status is to be added.
Recent Arrivals to Australia	**TBC**	To be considered.
Older Persons	**TBC**	To be considered (captured by DOB)
Rural, Regional and Remote (RRR) Australians	**TBC**	To be considered (captured by postcode)
LGBTI+ People	**TBC**	To be considered (data not collected)
Prisoners and Detainees	**No**	Legal issues of prisoners and detainees are likely to be outside of Anika's scope of services.
Children and Young People	**No**	Additional checks and qualifications would be required for Anika to work with Children and Young people. This cohort is therefore out of scope. However, Anika does collect information on children and young people living in clients' households.
People who have been Trafficked or Exploited	**No**	Legal issues of people who have been trafficked or exploited are likely to be outside of Anika's scope of services.
People who are Homeless	**No**	Legal issues of people experiencing homelessness are likely to be outside of Anika's scope of services. However, Anika prioritises people living in public housing or community housing.

To ensure that Anika's efforts are targeted and maximise the impact, it is recommended that three client cohorts are defined: primary cohort, secondary cohort and other clients. The Impact Team will monitor Anika's focus on client cohorts.



Other clients– clients with legal issues in scope of Anika's products

Secondary cohort – additionally demonstrating financial disadvantage

Primary cohort – additionally identifying with characteristics of a group considered to face barriers to accessing justice

The proposed definition of secondary cohort clients relies on individuals meeting at least one of the following criteria:

- Low household income (adjusted lowest income as per ABS) OR
- JobSeeker recipient OR
- Low Income Health Care Card holder OR
- Unemployed status OR
- Disadvantaged postcodes as per SEIFA (ABS defined socio-economic status measure)

To meet the primary cohort definition, in addition to the above, individuals would have to demonstrate at least one of the following characteristics:

- Over 65 years of age
- Aboriginal and Torres Strait Islander background
- Have a disability
- CALD
- Newly Arrived status
- Refugee or Asylum Seeker status
- Experience of or risk of family violence
- Low educational attainment
- Sole parent.

3.2: Client characteristics data

The following table presents the set of client characteristics data that would help Anika:

- understand whether its targeting clients who are in highest need; and
- disaggregate its impact data by cohorts of interest (e.g. relevant to specific donors or partners).

The table outlines the ideal set of variables to be collected about our clients, lists which variables are measured now and suggests changes.

Variable	Current data collected	Proposed changes
Age	Date of Birth	N/A

Employment status	Occupation (free text)	As per ABS: employee; employer; own account worker; contributing family worker; unemployed
Income	Weekly income; JobSeeker/Keeper status	Household income; conditional on family/marital status; consider weekly vs annual
Location/address	Full address (free text)	Postcode; suburb
Aboriginal and/or Torres Strait Islander background	Yes/no response	N/A
Single parent	Yes/no response	Add/move to 'other residing w/ client'
Disability status (physical and intellectual categories)	Yes/no response	N/A
Migration status	Whether one is of 'refugee or migrant status'	Change to 'refugee or asylum seeker'. 'Migrant' is too broad a category - change to 'Newly Arrived to Australia'
Gender	N/A	Whether one is male, female; "Other (specify)".
Housing situation	Whether someone lives in 'public housing or community accommodation'.	Include answers incl boarding/ rooming house; caravan park' community housing; private housing; public housing; transitional accommodation
Household type	N/A	# others living in affected property; Household Type • Couple • Family w/ Children • Lone Person • Group Household
Culturally and Linguistically Diverse (CALD) background	N/A	Language other than English at home English Only at Home
Education attainment	N/A	Highest level attained (primary, secondary, technical, uni degree)
Experience of (or at risk of) Family Violence	Be experiencing or at risk of experiencing family violence.	N/A
Other	Be suffering from some other extraordinary circumstance which prevents you from accessing mainstream legal services	N/A

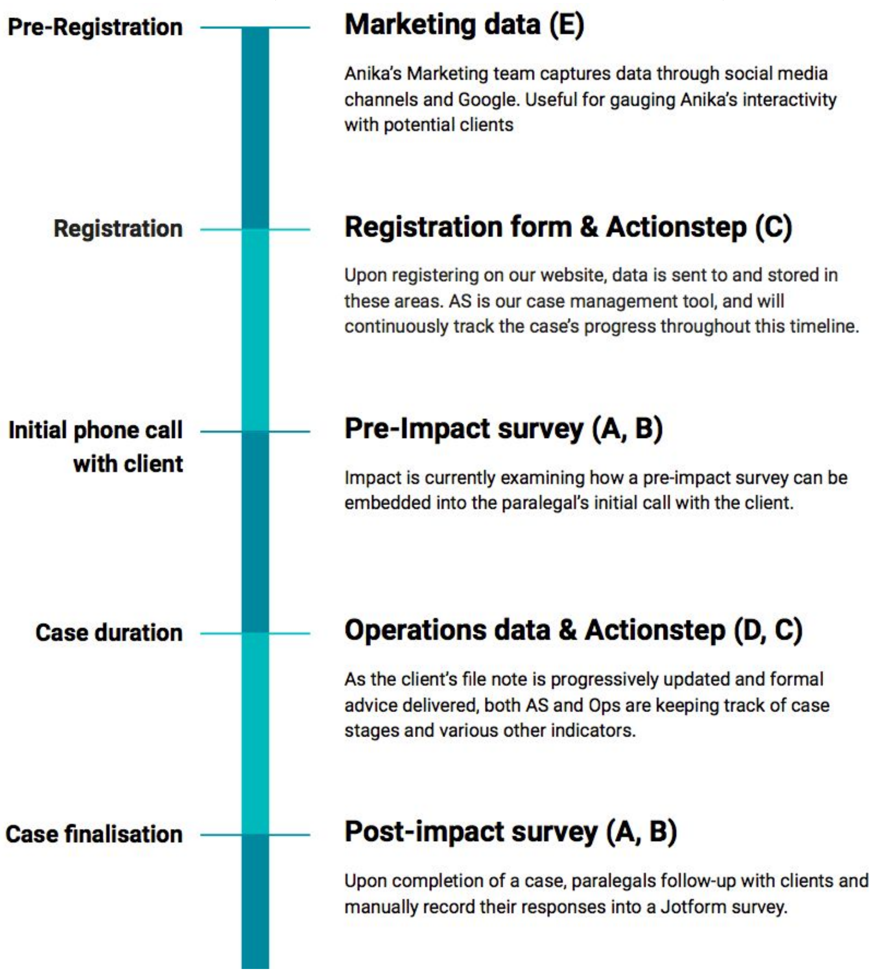
4: Overview of Current Data Sources

4.1: Data sources available

Data collection at Anika is devolved and embedded in processes of a number of teams. This approach to data collection is intended and the role of the Impact Team is to coordinate data collection across teams to ensure that a full picture of the impact is available.

Figure 1 illustrates how the key data sources the Impact Team will draw on fit on the client journey with Anika.

Figure 1: Data collected throughout the client journey at Anika (letters in brackets refer to sections that further explain the nature of the data source)..



Source: Anika Legal (2020).

The rest of this section lists the individual data sources, describes their scope and highlights any issues identified.

A. Client survey data

Owner	Impact
Description	Consists of **pre-impact** and **post-impact** surveys for both Repairs and COVID cases. Currently, clients are asked to complete a pre-impact survey after registration; upon completion of a case, paralegals follow-up with clients and manually record their responses into a Jotform survey.
Example indicators	- Housing security - Relationship with landlord - Effect on mental/physical health - Attitude towards legal system - COVID's effect upon various measures including phys/mental health, relationship with landlord and housing security
Location	Anika G-drive: → Impact → Jotform
Identified issues	Note that Impact Team is looking at ways to improve survey responsiveness and coverage rates; one highly endorsed suggestion is the incorporation of pre-impact surveys into the initial paralegal call. In addition, the survey questions will be re-designed to remove subjectivity and ensure comparability.

B. Student survey data

Owner	Impact
Description	**'Induction'** surveys were responded to by student paralegals after receiving induction and training when first joining Anika. '**Student Impact**' surveys are conducted on a pre-case, post-case basis.
Example indicators	- Feedback on induction process and practical training. - Students' subjective attitudes towards their ability, training, legal-skills and the notion of social justice broadly
Location	Anika G-drive: → Impact → Jotform
Issues identified	This data collection instrument is not administered consistently.

C. Tech systems data

Owner	Tech
Description	Information entered by clients when making a formal **registration** on our website is collected and stored by Tech in a custom-built system. Following registration **Actionstep** is Anika's primary case management tool. It is managed by the Tech

	team, and used by Operations and paralegals. Whenever a client registers, information is sent automatically to Actionstep; a corresponding case and client record are created. Once a student formally picks up a case, they cycle through the various 'stages' of a case set up in Actionstep e.g. drafting advice, liaising with our lawyer, sending advice, etc. Although separate from the ActionStep database, data-points and variables are linked as each client is assigned a unique identifier which appears across sources of data.
Example indicators	Registration form captures basic information, including: - Client's name, age, address - Client characteristics (aligned with eligibility criteria) - Lease period - Type of problem - (Covid cases only) JobSeeker/Keeper status Actionstep can provide: - Broadly defined stages reached - Cases serviced - Case churn (outcome and reason)
Location	Custom-built database (login to a reporting tool via: http://reports.anikalegal.com/reports/
Issues Identified	It is unclear how eligibility is determined under the current process. Registration form is being revised and the current proposed version removes key demographic data. ActionStep system ability to extract information about client progression through stages is limited. Linkage of these data sources with other data sources is currently manual.

D. Operations data

Owner	Operations
Description	This consists of **three data sources** that are regularly updated and employed by Ops and the paralegal team as case management tools secondary to ActionStep. They are: 1. **Macro Databases** - currently, Ops only populates reference number, client name, paralegal, and whether case was serviced or churned. It also acts as a tracker for partnership referrals. 2. **Paralegal Capacity Tracker** - an Excel tracker for Paralegal Coordinators and Operations to track case progression. Used by ops for insights in their monthly reporting practice. 3. **Logbook** - Excel tracker for student hours. Hours are submitted by the paralegal via a Google form that automatically populates their respective 'book'.
Example Indicators	- Cases serviced - Stage cases reached - Average case length

	- Case churn - Partnership measures (TVR referrals) - Case metrics, including case volume (monthly, weekly, daily); student work hours; and case status (assigned or churned)
Location	OneDrive; Google Sheets
Issues identified	Macro Databases are updated manually and are not built to scale.

E. Other sources

Owner	Misc.
Description	Various other sources may provide secondary or minor indicators. These include: - Marketing data (Marketing) - Reflect @ Anika (P&C) - Financial reports (Finance) - Product survey (Product) - ‘Design Thinking Series’ survey (User)
Example Indicators	Miscellaneous, including - Client stories - Anika-internal attitudes and satisfaction scores - Expenditure and revenue figures ($) - Qualitative feedback from students
Location	Misc.

5: Communication & Reporting Plan

This section outlines how insights about impact will be communicated publicly and internally.

5.1 Public reporting of Impact

Annual Impact Report
At the end of each financial year, the Impact Team will create and distribute an annual report. The report will be available publicly and shared with our key stakeholders.

The report will cover Anika's client demographics and provide detailed information on the outcomes Anika has helped secure. The report will draw on both quantitative and qualitative information collected across Anika.

The first Impact Report will be published in December 2020 and will cover FY 2019/20.

Website
Our website provides the public with high level information on the impact Anika is creating. The Impact Team will update these figures monthly (1st week of the month). There is potential for these figures to be updated automatically if linked to an internal database.

5.2 Internal communications

Supporting reports to stakeholders
In case of regular reporting requirements, the Impact Team will build reporting tools (Excel summaries) which will allow particular teams to generate charts and statistics relevant to their function. Of importance is that the Impact Team will not manage report creation, but rather provide access to required data.

Regular internal updates (from early 2021)
The Impact Team will prepare monthly reports to be distributed amongst the Leadership Team or the entire organisation generally. Apart from monitoring and informing decision-making functions, these reports will provide Anika volunteers with a consistent reminder of the importance of their work and the impact they are having on our community. The internal updates will be communicated via the #impact Slack channel.

Dashboard (TBD 2021)
The Impact Team will build a centralised impact dashboard. This dashboard will provide Anika members with an overview of all current impact-related data. There is scope for the dashboard to be customisable, which would allow teams to select which data points and time periods they would like to view.

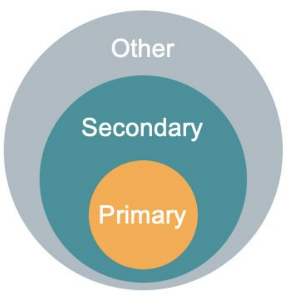
6: Recommendations

The Impact Team recommends the following:

1. **Revise client eligibility criteria [Impact + Strategy]** - to better align our eligibility criteria with (1) national statistics to allow for benchmark measures, and (2) evidence on the cohorts of people who face the highest barriers to justice, we should make the revisions to the eligibility criteria as outlined in Section 4.2.

2. **Define first, second and third priority clients [Impact + Strategy]**- to help Anika target its support to people who need them the most, we should define our first, second and third priority clients. The Impact Team will track the proportion of clients in each category to better understand how effective we are in reaching people who face the highest barriers to justice.

   The proposed priority cohort definitions are as follows:

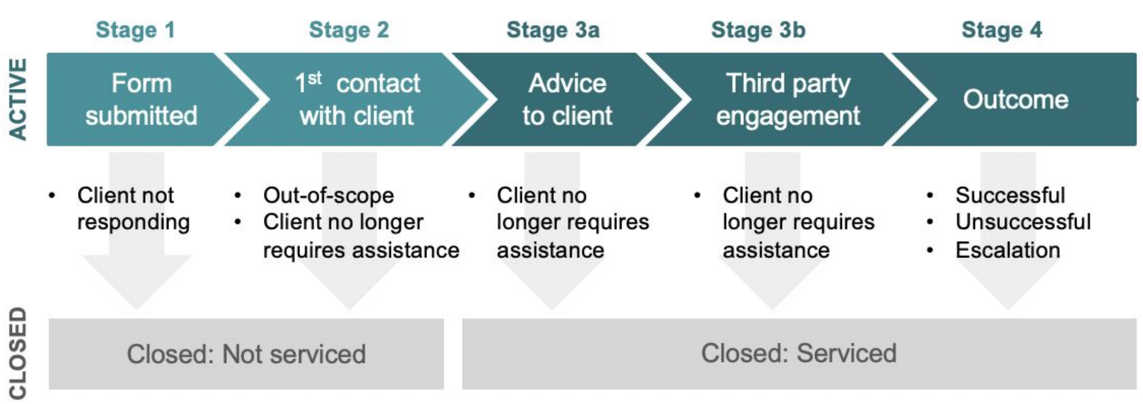


Other clients– clients with legal issues in scope of Anika's products

Secondary cohort – additionally demonstrating financial disadvantage

Primary cohort – additionally identifying with characteristics of a group considered to face barriers to accessing justice

3. **Define stages of client journey [Impact + Ops + Tech]** - to allow for more consistent tracking of client progress against outcomes, a new framework for defining client stages, churn and outcomes is proposed. This framework should be implemented in ActionStep and consistently implemented by paralegals, paralegal coordinators and other individuals with access to ActionStep.



***Stage 1** = starts when client registration form is submitted*
***Stage 2** = starts when Anika holds the first initial meeting with the client. During this meeting paralegals would fill out the initial client survey (baseline) with the client. Should a case be out-of-scope, the case is closed and reason is provided (churn notes).*
***Stage 3a** = starts after the initial client survey (baseline) is submitted and the case is accepted (i.e. confirmed that it is within scope). During this phase paralegals continue the relationship with the client, providing advice and guidance signed-off by the principal lawyer. Should clients no longer require assistance and become unresponsive, their cases are closed; otherwise a case is progressed to Stage 3b or 4.*
***Stage 3b** = starts when the client requires Anika to represent them (e.g. third party letters, and negotiations). It should be noted that clients may skip stage 3b and progress from 3a to 4. Should clients no longer require assistance or become unresponsive, their cases are closed; otherwise a case is progressed to Stage 4.*
***Stage 4** = starts when clients receive a final response to the advice provided. This stage involves paralegals formally closing the case and conducting the final post-impact survey.*

4. **Improve data linkage across sources [Impact + Tech]** - develop an automated process for generating a client database that connects registration form data with ActionStep, and Impact survey data. Ensure that the records can be linked using an ID and minimise reliance on manual data inputting and merging. The database should be easily accessible (e.g. in Google Sheets format).

5. **Consider alternative platforms to ActionStep [Tech + Ops]** - to minimise any manual data collection and extraction consider whether alternative platforms to ActionStep could provide with a more comprehensive access to data about cases. This should naturally be considered in the context of other pros and cons of using ActionStep.

6. **Remove subjectivity from the impact surveys [Impact]** - Impact Team will revise questions in the impact surveys from 'agree-disagree' Linkert scale questions, to a more objective spectrum describing. For instance, in answering a question about a client's relationship with their landlord, the client's situation will be assessed against a spectrum describing what a poor vs. good relationship with a landlord is understood to look like.

7. **Integrate the pre-impact survey (baseline) and post-impact survey (follow-up) with conversation between clients and a paralegals [Impact + Product]** - to increase the response rate and recognising that a lot of information contained in the pre- & post-impact surveys is shared with a paralegal over the course of their relationship with a client.

   The pre-impact survey will become a part of the initial assessment of clients' circumstances and will be conducted by paralegals. The post-impact survey will become part of the case-closure process and will be conducted by paralegals. The intention is that clients should not feel like they are answering survey questions (of course their consent should still be obtained to collect the information).

8. **Ensure clients' data privacy and confidentiality [User]** - ensure that we obtain informed consent from clients to store and use their data for impact analysis.

9. **Keep a short feedback survey for clients at the end [Impact + Product]** - to ask about paralegal's performance and NPS, follow up with a short feedback survey at the end of a relationship with a client. Given that impact surveys will be filled out by paralegals, this would be the first time we ask the client to fill out a survey (excluding the registration form).